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TABLE OF CONTENTS

I. INTRODUCTION.....	1
* Mission Statement	
* Program Objectives	
II. OVERVIEW OF THE AGENCY.....	3
* Organization Summary	
* Staff Summary	
* Financial Summary	
III. PROGRAM ACTIVITIES IN 1991.....	5
* Food Industries	
* Research and Scientific Exchanges	
* Development Resources	
* International Organizations	
* Administration	
* External Affairs	
IV. PROGRAMMATIC OBJECTIVES IN 1992.....	16
* Food Industries	
* Research and Scientific Exchanges	
* Development Resources	
* International Organization	
* Administration	
* External Affairs	

APPENDICES

A. Organization Chart.....	23
B. Available Funds and Staff-Years, FY91-93.....	24
C. Cochran Fellowship Program Levels, FY91.....	25
D. Professional Development Program Participants, FY91.....	26
E. Ongoing Collaborative Research Projects by Country and Subject, FY91.....	28
F. U.S. Scientific Exchange Team Visits, FY91.....	29

I. INTRODUCTION

What is OICD's mission?

The Office of International Cooperation and Development has a twofold mission:

- * To help USDA agencies, U.S. universities, and others enhance U.S. agriculture's global competitiveness.
- * To help increase income and food availability in developing nations by mobilizing expertise for agriculturally led economic growth.

Enhancing Global Competitiveness

OICD programs enhance U.S. agriculture's competitiveness by providing linkages to world resources. These linkages often produce new technologies that can be vital to improving our current agricultural base, and developing new and alternative products and markets.

All of our major agricultural crops, representing 90 percent of U.S. crop value, originated outside the United States. To be truly competitive, the U.S. agricultural community needs access to the genetic diversity that still remains in those original locales.

There was a time when the United States was supreme in agricultural technology, but that is less true today. Much can be gained by seeking out and importing new technology from international research centers and universities.

OICD helps scientists from the U.S. Department of Agriculture, the university community, and others to establish relationships that foster the free flow of ideas and materials internationally.

Providing U.S. Expertise Overseas

OICD serves as a link between the technical expertise of the U.S. agricultural community and other nations, especially in the Third World. By sharing U.S. agricultural knowledge with less developed nations, the United States provides the tools to help build stable economies and a more prosperous world. In the process, less developed nations surmount the barriers of hunger and poverty; and they develop a knowledge of and positive identification with U.S. institutions, products, and services.

When agricultural production and incomes increase, people's diets

and nutrition improve. Rising incomes also permit them to increase their imports to help meet demands for more and different foods. History has demonstrated that nations moving from low- to middle-income status have become the largest growth markets for U.S. agricultural exports.

Economic development is a continuum: the least developed graduate from grant aid to subsidized aid, and ultimately take their place as partners in the marketplace. Thus, OICD -- helping countries to advance along the continuum and strengthening our own agricultural economy -- performs a mission that is fully compatible with the broader mission of USDA.

How does OICD accomplish its mission?

The agency pursues a number of program objectives in order to fulfill its two fold mission:

- * Link with and support the private sector and other public and private institutions in those responsibilities where they can best play a major role;
- * Establish systems that allow U.S. agriculture's continuing access to technology, genetic material, and other unique resources worldwide;
- * Establish systems that encourage U.S. agricultural scientists and institutions to be involved in global programs that are on the cutting edge of technology and of economic and policy debate;
- * Mobilize expertise to help other countries move toward strong market and trade-oriented economies, via development efforts in food and agricultural systems that increase incomes among the poor majority; expand the availability and consumption of food; and maintain and enhance the natural resource base;
- * Help other Federal agencies carry out their global missions by tapping USDA and other institutional expertise and resources;
- * Serve the interests of U.S. agriculture and citizenry through international organizations related to food and agriculture.

II. OVERVIEW OF THE AGENCY

How is OICD organized?

To carry out its program objectives, OICD is organized into four major program divisions (Appendix A) which report directly to the Administrator of the agency:

- * The Food Industries Division promotes a vital, healthy private sector in the United States and abroad. The Division organizes marketing workshops, provides information services, in-country technical team visits, and missions which link U.S. and foreign entrepreneurs to expand business opportunities. The Division also arranges career-related training for foreign agriculturalists, such as:

- The Cochran Fellowship Program for professionals from middle-income countries and emerging democracies to foster mutual trade and development interests;

- Academic and non-degree training sponsored by other governments and international organizations.

- * Programs of mutual benefit to the United States and collaborating countries are carried out by the Research and Scientific Exchanges Division. Short-term visits between U.S. and foreign scientists are arranged to help transfer agricultural data, technology, exotic germplasm, and biological materials invaluable in research to improve crops, forestry, and livestock. Through long-term projects, the division manages collaboration between U.S. researchers and their international counterparts on high-priority problems. Research is carried out overseas and funded either with U.S. dollars or foreign currency, usually at much lower cost than is possible in the United States.

- * The Development Resources Division is organized in two geographical branches that deal with bilateral and regional programs, and in three other units that address technical assistance and training needs in natural resources and the environment, management and technical courses, and technical information. It coordinates the bulk of the Department's international technical assistance program.

- * The International Organizations Division advances and protects U.S. agricultural interests by keeping U.S. policy views before the international community. The division manages USDA's role in such organizations as the Food and Agriculture Organization of the United Nations, the Organization for Economic Cooperation and Development, the

World Food Council and the Inter-American Institute for
Cooperation in Agriculture.

In addition to the program divisions, the agency has an External Affairs Staff which is responsible for legislative activities, public information, and inter-governmental liaison.

Finally, the Administration Division provides all of the support services needed by the agency, including personnel, information resources management, budget, and travel.

How is OICD staffed?

OICD is an organization of slightly less than 200 people (Appendix B). About 150 of those people are permanent staff. The remainder hold various kinds of non-permanent positions related to specific fixed-term contracts which the agency manages. Roughly 180 OICD people are located at the headquarters in Washington, D.C. About 10 are stationed overseas on long-term assignments, primarily with A.I.D.

Given the diverse programs of the agency, OICD boasts a similarly diverse workforce reflecting an array of social and practical scientific skills, administrative expertise, and language ability.

How is OICD financed?

In 1991, OICD had an operating budget of just under \$38 million (Appendix B). Only \$7.9 million of that amount came from funds appropriated by the Congress. The appropriated funds serve primarily to operate the agency's research and scientific exchange programs, international organization liaison, and the Cochran Middle-Income Fellowship Program.

The largest part of the agency's budget comes from other federal agencies for reimbursable technical assistance which OICD manages. These funds--\$26.4 million--came primarily from A.I.D.

An additional \$2.6 million was received in 1991 for development assistance activities managed by OICD on behalf of other countries and international organizations. These activities include technical assistance, training, and research.

The Congress also gave OICD authority in 1991 to spend the equivalent of \$1.1 million from foreign currencies available to the United States for collaborative research projects overseas.

Salary and benefit costs to cover the agency's operations were roughly 22 percent of all available funds.

III. PROGRAM ACTIVITIES IN 1991

FOOD INDUSTRIES

Trade and Investment

One of OICD's key links with the U.S. private sector is through the Trade and Investment Program (TIP). While food and agricultural trade and investment activities between the United States and the Caribbean Basin received major emphasis, 1991 was a year of program diversification and growth.

TIP charted a four point agribusiness development strategy: trade and investment; policy dialogue and formulation; technical assistance; and information collection and dissemination. The geographic focus of the office expanded to include Africa, the Andean countries of South America, and the emerging democracies of Eastern Europe.

OICD's Agribusiness Information Center is the cornerstone of TIP's agribusiness development strategy, responding to over 400 inquiries, and updating the popular Agricultural Marketing Handbook. The Center plays a valuable role in the collection and dissemination of agribusiness data.

Five business opportunity missions to Guatemala, Honduras, Ireland, Venezuela, and the Dominican Republic were organized and carried out this year. For the most part, the missions are small (six to eight business persons) and participants are matched to projects prior to departure. These missions, on average, each have resulted in 2 to 3 business arrangements.

The Agency for International Development, USDA's Foreign Agricultural Service, and the World Bank financed marketing seminars and market information studies conducted by TIP in 1991, involving Madagascar, Jamaica, Dominican Republic, Hungary, Czechoslovakia, Morocco, Peru, and Ecuador. TIP staff addressed eight trade and professional association meetings.

President Bush's Andean Trade Initiative was the major focus of policy dialogue and formulation activities in 1991. Staff served on the interagency task force which worked to identify alternative crops for coca producers and promote legitimate agricultural exports for Andean countries. The TIP staff also coordinated USDA follow-up activities in the Andean Region involving trade and investment promotion and phytosanitary/zoosanitary issues.

Cochran Fellowship Program

Since Congress first initiated the Cochran Middle Income Fellowship Program in 1984, training in the United States has been arranged for more than 1,750 senior and mid-level specialists, managers, technicians, agribusiness staff, and policy officials from 21 middle income countries and emerging democracies. The training is intended to assist these countries in developing the agricultural systems necessary to meet their food needs, and to strengthen and enhance their linkages with agricultural interests in the United States.

In fiscal year 1991, 337 Cochran fellows from 21 countries received training in the United States (Appendix C). They came from both the private and public sectors of their countries, and participated in programs arranged by OICD with U.S. universities and the private sector. The subject matter ranged from processing and packaging technology, to quality control of fresh produce, to agricultural policy and trade.

The Cochran Program is a unique example of public/private sector collaboration in support of international development objectives. It enhances U.S. trade and market development activities, promotes development of human and technical resources in the participating countries, provides contacts that lead to future technical and market development projects, and promotes goodwill between the United States and the participating countries.

Professional Development

For more than 40 years, since the days of the Marshall Plan, OICD and its predecessor organizations have been involved in the planning, development, and coordination of training programs for international visitors.

The Professional Development Program (PDP) is currently responsible for program design, placement, and monitoring of academic studies and non-academic training programs sponsored by such organizations as the Food and Agriculture Organization, the World Bank, the Bangladesh Agricultural Research Council, the Venezuelan Agricultural Research Fund, the Saudi Arabian AGWAT Project, and the Egyptian Peace Fellowship Program. Staff members also manage logistics for participants trained by USDA's Economic Research Service under the Support for Eastern European Democracies Act.

During FY 91, PDP worked with 288 participants from Central and South America, Eastern Europe, Africa, the Middle East, and Asia (Appendix D). A wide variety of programs were carried out, ranging from the participation of a Venezuelan scientist in a 1-week conference on toxic marine phytoplankton, to enrollment of a student from Bangladesh in a Ph.D. program in

soil science with emphasis on land use planning. Training cooperators includes land grant and other universities throughout the United States, USDA agencies, other government agencies, and private sector firms and training institutions.

Two continuing agreements funded by A.I.D. focus on the development of human resource capacity in both the public and private sectors. The Field Training Advisors agreement provides technical assistance to A.I.D./Washington, USAID Missions, host country governments, public and private organizations, and universities involved in training A.I.D.-sponsored students in agriculture and related areas. The A.I.D. Africa Human Resource Development Assistance agreement provides technical assistance to USAID Missions and to U.S. and in-country training programmers and providers. This assistance focuses primarily on training needs assessment in agribusiness and identifying education and training programs to meet these needs. This contract is being expanded to give greater emphasis to relationships between the public and private sectors in establishing and sustaining effective food and fiber systems and the viability of agribusinesses.

Venezuela-United States Agricultural Commission

The ministerial level Venezuela-United States Agricultural Commission was reactivated in 1991 under new chairmen. The Secretary of Agriculture named former Assistant Secretary Dr. Orville Bentley as U.S. co-chair, while Venezuela's Minister of Agriculture named Dr. Arnaldo Badillo to represent him. The Commission met in Venezuela in February/March and in Washington, D.C. in May. Principal recommendations dealt with enhancing Venezuelan agricultural research and technology transfer systems, strengthening agricultural statistical and economic information, improving management of the country's renewable natural resources, and promoting private investment in Venezuelan agriculture. As a result of Commission recommendations, a joint research project was undertaken to monitor global climate change. U.S. statistical experts conducted a mutually beneficial exchange with Venezuelan counterparts; 14 U.S. agribusiness firms pursued joint ventures and trade opportunities with Venezuela in September (including eliminating a Venezuelan trade barrier to processed food imports); and a U.S.-Venezuelan workshop has been planned to strengthen linkages and improve priority-setting among agricultural/natural resource research and technology transfer organizations.

RESEARCH AND SCIENTIFIC EXCHANGES

Collaborative Research

An important component of the U.S.-Ireland program of cooperation in agriculture is the collaborative research work which is now underway. Three long-term joint research projects were funded in 1991. The first was implemented in response to increasing health concerns over the quantity of fats in American diets. Scientists in USDA's Agricultural Research Service (ARS) are coupling their new instrumental and molecular modelling techniques with the expertise of scientists in Ireland's University College and Moorepark Research Center to develop new high-value dairy food products.

Researchers working on the second project will develop diagnostic assays and vaccines for diseases which affect the cattle industry in the United States, Ireland, and other countries.

The third project involves the regulation of ammonium uptake by corn root systems. In the highly acidic soils found in the eastern United States and prevalent in Ireland, nitrogen applied in the form of ammonium may inhibit growth of certain crop species and lead to the development of ammonium toxicities. Results from this 3-year joint effort will be useful as research continues to develop more efficient and economical use of nitrogen fertilizers and to minimize surface and groundwater pollution.

The Egypt-Israel-U.S. collaborative research program (known as the Trilateral Program) is funded by A.I.D. in support of the Camp David Accords. Current activities include the investigation of sheep and goat embryo transfer techniques, horticultural crops, post harvest techniques, and diseases of livestock. A new Middle East regional project for arid land agriculture is being planned for 1992.

A bilateral program was launched in 1991 between the United States and Egypt focussed on integrated pest management. Seven projects, which are funded by A.I.D., were launched in cooperation with 14 U.S. universities and ARS. Topics range from the biological control of insect pests in cotton, wheat, corn and citrus, to the toxicology of pesticides in the environment.

Under an agreement between the governments of the United States and Portugal, a multi-year project was begun to develop methods for the suppression of the Japanese beetle on Terceira Island in the Azores. The project was implemented by OICD, ARS, the Animal and Plant Health Inspection Service (APHIS), the Regional Government of the Azores, and the University of the Azores. A great deal of progress has been made toward identifying the most

appropriate biological control agent. As the project is being phased out over the next year, Terceira Island will be left with a fully equipped and functional laboratory for continuation of the work.

Rare conifer germplasm was collated, evaluated, and preserved through a collaborative research project linking the USDA's Forest Service and Mexican scientists.

OICD also manages a program of research carried out in foreign countries using foreign currencies owned by or owed to the United States. In 1991, there were more than 210 active grants in seven countries valued at over \$25 million; more than 300 scientists from USDA and university laboratories were involved. For example, work with Taiwan has led to the development of DNA diagnostic probes for the detection of salmonella in meat and meat products; and improved shrimp breeding research is being carried out by a consortium of universities in the western United States. Blue tongue research is underway in Costa Rica, bringing together researchers from 10 Central American and Caribbean countries, USDA experts, and researchers from two U.S. universities.

Scientific Exchanges

Another facet of the U.S.-Ireland cooperation program is the exchange of teams of scientists on subjects of mutual interest. Nineteen U.S. teams visited Ireland in 1991, typically for periods of 3 to 6 weeks, on topics such as: animal disease prevention, beef carcass evaluation, pollution control, food safety, and biotechnology policy. A corresponding number of Irish teams visited the United States for exchanges on similar topics.

OICD has managed a major program with the Peoples Republic of China for over a decade. In 1991, 21 teams of scientists, 10 from the United States and 11 from China, were exchanged. The U.S. teams evaluated forage and grassland germplasm adaptable to the Great Plains, studied virus-resistant corn and flood-tolerant soybean germplasm, and researched genetic resource conservation for apple and cole crops. Others investigated forest pest management and sustainable agriculture programs in China, brucellosis vaccine developments, livestock and feed statistics, and loess plateau agricultural productivity.

The first U.S. team to visit the People's Republic of Mongolia under a new exchange agreement included a scientist from USDA's Soil Conservation Service. He explored potential exchanges on plant genetic resources and cooperative soil surveys.

With the exception of a few years of inactivity, the agricultural

exchange program with the former Soviet Union had been a broad and vital one since the 1973. In 1991, U.S. teams visited the countries of the former Soviet Union to study the animal feeds and vegetable oil industry. Under another exchange, building on the relationship between USDA's Agricultural Research Service and the N.I. Vavilov All-Union Institute for Plant Industry, U.S. scientists collected forage legume germplasm in the northwest Caucasus region and the Stavropol Highlands. USDA's National Agricultural Library and the then Soviet Central Scientific Agricultural Library agreed to cooperate on a joint program to enhance access to agricultural information of both countries. They agreed to exchange agricultural publications and personnel, and improve collaboration on databases.

The Bulgarian Ministry of Agriculture received a joint USDA/ Environmental Protection Agency team to study the arsenic contamination of irrigation water in the Topolnitzza Reservoir. A follow-up USDA team developed recommendations and an action plan to resolve this and other pollution problems.

Current activities under the Support for Eastern European Democracies (SEED) Act focus on agro-environmental programs in integrated pest management, wind and water soil erosion, and surface and groundwater quality. In addition, a project is underway in Poland to restructure the agricultural research system to make it more responsive to farmers' needs. An Integrated Pest Management Workshop and a Water Quality Workshop were held in 1991. Approximately 30 scientists from the United States and Central and Eastern Europe were invited. Proposals for follow-on projects were developed. Also, planning has been started for a Wind and Water Erosion Workshop to take place in Budapest, Hungary, in 1992.

Mexico and the USDA exchanged teams on: agricultural policy intervention and the effects of trade liberalization, particularly as they relate to the potential free-trade agreement; and a study of whiteflies as vectors of plant viruses.

DEVELOPMENT RESOURCES

Under an agreement with A.I.D., OICD and the Forest Service are implementing the Forestry Support Program, which provides technical assistance to A.I.D.'s natural resource projects worldwide. Building on the Forestry Support Program's success over a period of more than 10 years, the agencies signed a new agreement in 1991 to continue and expand the program. Activities involve a wide variety of collaborators (including universities and some private sector groups) to provide technical assistance, address training needs and women in development goals, link

institutions, develop materials, respond to natural disasters and emergencies, and provide other services. The program also maintains an extensive roster of individuals with forestry and natural resources expertise available to work in international programs.

Development Resources also negotiated an agreement with A.I.D.'s Bureau for Research and Development and four other USDA agencies (the Forest Service, Economic Research Service, Soil Conservation Service, and the Extension Service) to assist in carrying out energy and environmental support activities. The agreement calls for USDA institutional linkages and technical backstopping for the project, and for over twenty staff positions to be committed to the effort.

In addition, Development Resources has operating agreements with A.I.D.'s Bureaus for Asia, Latin America and the Caribbean, Africa, and with their Center for Development Information and Evaluation to provide a wide range of technical services. Some 30 USDA employees provided long-term technical support to those offices in 1991. In addition, USDA performed numerous studies, designed systems, developed materials and accomplished other short-term assignments under those agreements.

Most A.I.D. missions overseas have utilized USDA's services. Noteworthy examples of USDA technical assistance at a country level in 1991 are Morocco, Egypt, Guatemala, and Bangladesh.

Under A.I.D.'s Agricultural Planning, Economics and Statistics Project, USDA has provided technical assistance, academic training in the United States, in-country workshops and seminars, and on-the-job training to the Moroccan Ministry of Agriculture since 1963. The purpose of the project is to improve the Government of Morocco's ability to collect and publish timely agricultural statistics, undertake economic and policy analyses, and plan, monitor, and evaluate agricultural projects. In 1990 and 1991, the final phase of the project was undertaken, and USDA began a formal professional linkage program. The involved USDA agencies (the National Agricultural Statistics Service, Economic Research Service, and the Extension Service) are linking relevant staff and programs to their counterparts in Morocco's Ministry of Agriculture. It is hoped that this relationship will continue far beyond the life of the A.I.D.-funded project.

Also in 1991, A.I.D./Morocco entered into a new "Agricultural Program Support" agreement with Development Resources. Through this agreement, USDA will provide technical assistance, training, and commodities in support of the Mission's programs and activities.

One new sub-project of that agreement is the Agribusiness

Promotion Project. USDA and Development Alternatives, Inc. are assisting A.I.D. and Morocco to implement this activity, intended to increase the capacity of the private agribusiness sector in Morocco to produce, package, and market a wide variety of high value agricultural commodities. The activity is designed to provide increased employment opportunities and income in the agricultural inputs and services sectors, in crop production and post-harvest handling, packaging, processing, storage, transport and marketing.

OICD began working with A.I.D./Morocco on this project in 1991. Anticipated USDA involvement in 1992 and thereafter will also include the Animal and Plant Health Inspection Service, Agricultural Marketing Service, Agricultural Research Service, Food Safety and Inspection Service, Food and Nutrition Service, Extension Service, Foreign Agricultural Service, and the Agricultural Cooperative Service.

Many USDA agencies participate in assistance programs with Egypt. The Economic Research Service and National Agricultural Statistics Service assist in the Agricultural Policy component of the National Agricultural Research Project (NARP), supported by the Agency for International Development (A.I.D.). The component seeks to improve the quality and use of agricultural statistics, and to bring situation and outlook methodologies into practice. A USDA statistician is resident in Cairo. The Extension Service is active in the Technology Transfer component of NARP, and has a resident specialist working to coordinate extension-related projects. The USDA's National Agricultural Library has provided short-term assistance to its sister library in Cairo, under another NARP component, and the Research and Scientific Exchanges Division is very active in Egypt through NARP and a trilateral (U.S., Israel and Egypt) research program.

Under separate A.I.D./Egypt funding, the Soil Conservation Service provides a resident irrigation specialist working in the design and maintenance of irrigation structures.

Five experts lived and worked in Guatemala and other activities were undertaken in Guatemala in 1991 under several A.I.D.-funded agreements with USDA. For example, an Extension Service employee serves as technical manager of the \$11 million Agricultural Cooperatives Strengthening Project, which enhances the managerial and service delivery capabilities of selected Guatemalan cooperatives; and an employee of the Forest Service provides guidance in maintaining and constructing low-cost, labor-intensive rural roads and improving the network of all-weather farm-to-market and tertiary roads. Under a cooperative agreement with OICD, the University of Maryland provides the project manager of A.I.D.'s private enterprise project, which assists small- and medium-sized production

facilities.

An OICD employee won a USDA Honor Award in 1991 for his knowledge of Guatemala and his contributions to the U.S. program there, especially for the monitoring and evaluation of A.I.D.-funded agricultural projects. Another OICD employee based in Guatemala is working with the A.I.D. Regional Office for Central America and Panama (ROCAP) in the management of child survival and food and nutrition programs that cover the entire region.

Additionally, short-term USDA technical assistance in natural resources management is funded by ROCAP in order to support regional resource policy initiatives, environmental education and bio-diversity conservation, sustainable agriculture and forestry, and the cooperation of the Peace Corps in those areas.

In 1991, the Denver Wildlife Research Center of APHIS continued with a multi-year effort in Bangladesh, providing short-term technical specialists to support the work under the A.I.D.-funded Vertebrate Pest Project. This activity includes the control of vertebrate pests such as rats, jackals, bandicoots, and granivorous birds; protection of crops in the field and post-harvest commodities; and methods of control.

In late 1991, the A.I.D. Mission requested the services of an agricultural economist, who was provided on "loan" from the Economic Research Service to assist the Mission in designing the PL 480, Title III program and the Agribusiness Inputs project. Since agriculture is the principal source of employment and represents over half of Bangladesh's GNP, this project is very important for both the Government of Bangladesh as well as the A.I.D. Mission.

Development Resources supported A.I.D. and the USDA agencies in a very quickly mounted and successful attempt to demonstrate high level support and to provide technical assistance to the emerging democracies of Eastern and Central Europe in 1990 and 1991.

Calling on the resources of A.I.D./Zimbabwe, the Ministry of Agriculture in Malawi, the National Agricultural Statistics Service, OICD employees and private consultants, a regional training program for East Africa was implemented in 1991. Through this pilot effort to make USDA courses available on a regional basis, three separate technical courses were conducted in Zimbabwe in 1991, and USDA was requested to conduct more courses in Uganda in 1992.

Under a broad, Saudi-funded program of cooperation between the U.S. and Saudi Arabian governments, two resident scientists were recruited in 1991. They continued (even through the Gulf War period) to assist in the development of national agriculture and water programs.

Through Development Resources, USDA's unique expertise was tapped by FAO, the International Atomic Energy Agency, and A.I.D. to confront the outbreak of screwworm in northeast Africa in 1990 and 1991.

INTERNATIONAL ORGANIZATIONS

The International Organizations Division is involved, to varying degrees, with about 30 international intergovernmental organizations. OICD has been working with the Food and Agriculture Organization (FAO) in pressing for improved goals and operations. Making satisfactory progress in achieving zero program growth and consensus on the budget level was necessary before the U. S. could make full payment of its assessment and arrearage. The United States resumed nearly full payment to FAO for calendar year 1991 as a result of organizational improvements undertaken by the FAO.

OICD was active in pressing for the recently created secretariat in the FAO to oversee the International Plant Protection Convention. OICD was instrumental in getting consensus among U.S. departments to join FAO's Commission on Plant Genetic Resources in late 1990. The United States now participates as a member (rather than observer) in Commission meetings, serving to better protect plant breeders' rights.

In 1991, OICD continued to work with FAO on the Tropical Forestry Action Plan, the marketing and use of pesticides internationally, the activities of Codex Alimentarius on food standards, and data gathering on world agricultural production and trade. In addition, the Division coordinated early preparations for the International Conference on Nutrition slated for 1992.

The division helped promote U.S. candidates for posts in international organizations. USDA Assistant Secretary Catherine Bertini was appointed head of the World Food Program, the food aid arm of the United Nations.

This year, four cabinet level U.S. officials attended the Organization for Economic Cooperation and Development (OECD) Council of Ministers' June 1991 meeting which reflects the importance the USG attributes to this organization, not only in the field of agriculture but in trade, commerce, and environment as well. OICD, in its coordinating role, once again monitored OECD activities to assure that U.S. agricultural interests were properly represented.

The division coordinated preparation for and participated in the Executive Committee meeting held in June in San Jose of the Inter-American Institute for Cooperation in Agriculture, the

meeting of the Inter-American Ministers of Agriculture and the Inter-American Board of Agriculture held in October in Madrid.

OICD has been actively involved in participation in the work of the Central American Tropical Agricultural Research and Training Institute (CATIE), the organizational restructuring of which was authorized by the Inter-American Conference of Ministers of Agriculture.

Some other high priority activities of the division in 1991 included: the Governing Council meeting, replenishment, and restructuring discussions of the International Fund for Agricultural Development; and the annual meeting of the World Food Council.

ADMINISTRATION

In FY 1991, the administrative unit of the agency made significant progress in resolving outstanding accounts receivable. Agreement was reached with the Agency for International Development on using an advance-of-funds procedure to reduce expenses incurred in service delivery.

A local area network was installed for the entire agency's internal communications needs, electronic mail was put into wide use, and computer equipment and skill levels substantially upgraded.

EXTERNAL AFFAIRS

External Affairs provided a wide variety of ongoing communication and liaison services to support agency program divisions, others in OICD, and the Department. Areas of concentration included public information; technical information backstopping; congressional liaison; liaison with international organizations; recruitment of Americans for positions with the Food and Agriculture Organization of the United Nations (FAO); implementation of the FAO Associate Professional Officers Program; and liaison with the university community, with special focus on the Historically Black Colleges and Universities.

Prime among External Affairs outreach efforts were seminars and liaison with World Bank, Inter-American Development Bank, and the Agency for International Development. These resulted in new linkages and reimbursable projects between USDA and these donor agencies on topics of mutual interest.

Other significant outreach activities included support for liaison officers located at two Historically Black Colleges and Universities as well as agency and Department leadership on women's programs, including providing the president for the

Department-wide program managers group.

OICD was heavily involved with a number of legislative initiatives that have altered agency operations. Most noteworthy among these were official authorization of the Cochran Fellowship Program, basic planning of the de la Garza Fellowship Program (passed into law in early FY 1992), authorization for USDA to do reimbursable work for the private sector, and authorities to use local currencies generated through PL-480 sales for research and market development activities without an offsetting dollar appropriation.

External Affairs also developed and implemented a summer intern program involving several USDA agencies to provide job experiences and special seminars to college students. Other key FY 1991 accomplishments included developing a new agency brochure, an exhibit showing USDA agency involvement in OICD programs, and an agency open house to further understanding and collaboration on OICD international efforts.

IV. PROGRAMMATIC OBJECTIVES IN 1992

FOOD INDUSTRIES

During Fiscal 1992 the Food Industries Division will pursue the following programmatic objectives:

- * Increase the use of agreements to expand and enhance mutually beneficial collaboration between the USDA and A.I.D. in the areas of agribusiness development, investment, and two-way trade promotion;
- * Be more proactive in association with the Development Resources Division in jointly pursuing new agreements with A.I.D. and additional income generating agreements with other international donors;
- * Forge stronger working relationships with U.S. agribusinesses and commodity and trade associations in ways that enhance collaboration with the programs and activities of the division;
- * Seek sufficient funding to initiate the E. (Kika) de la Garza Fellowship Program with the countries of the Commonwealth of Independent States;
- * Seek other sources of funding for the Cochran Fellowship Program in order to expand the number of countries and/or participants. Special emphasis will

be given to Eastern Europe and the Commonwealth of Independent States;

* Expand and more systematically carry out agribusiness, investment and trade opportunity missions. Emphasis will be on the Caribbean Basin, but, as appropriate, opportunities will be pursued in the Andean countries, Africa, and Eastern Europe.

Food Industry Division targets are to:

* Expand A.I.D.-funded Cochran Fellowship Program activities in Eastern Europe and initiate a "pilot" program in the Commonwealth of Independent States (CIS);

* Pursue, with Development Resources Division, A.I.D.-funded agreements in Madagascar, Burundi, Morocco, and Ghana. Further pursue an agreement to support the Human Resources Development Assistance Project with field-based technical services;

* Conclude negotiations with the Inter-American Development Bank for continuation of the PRODETEC project in Venezuela;

* Organize and conduct 8 agribusiness investment and trade opportunity missions, primarily to Caribbean and Andean countries;

* Organize and conduct up to 4 agricultural marketing workshops in Hungary, Poland, Czechoslovakia and Bulgaria;

* Arrange and manage training programs for approximately 400 Cochran Fellowship Program participants and 225 participants funded by FAO and other international donors;

* Organize and host a one-day workshop with selected commodity organizations, trade associations and agribusinesses to exchange ideas and explore opportunities for increased collaboration;

* Further define the focus and improve the responsiveness of the Agribusiness Information Center related to the activities of the entire Division.

RESEARCH AND SCIENTIFIC EXCHANGES

The division is seeking to focus its programs in priority areas identified by USDA and the U.S. agricultural community. Specifically:

- * Increase linkages with the European Community (EC) and Japan;
- * Focus on agro-environmental work in Eastern and Central Europe;
- * Support the emerging democracies of the Commonwealth of Independent States (CIS);
- * Target specific countries for collaboration on control of plant and animal pests and diseases by biocontrol agents and germplasm acquisition that are of priority to U.S. agriculture.

Program targets to accomplish these objectives are:

- * Increase scientific exchanges with EC countries by 20 percent;
- * Conduct one regional environmental workshop on water, soil, and wind erosion in Eastern and Central Europe with the objective of developing a regional strategy and follow-up projects;
- * Develop scientific linkages with the CIS countries;
- * Increase long-term collaboration with China, Egypt, Mexico, and Russia.

DEVELOPMENT RESOURCES

As a base of activities in 1992, the division will continue to work closely with the Agency for International Development to provide jointly funded and reimbursable technical assistance and training. DRD will also continue to work closely with the agencies of the Department to facilitate their involvement in reimbursable and cooperative technical assistance and training activities.

Contributions to the sustainable global agricultural system in 1992 will emphasize the topical and technical areas of natural resources, forestry, environment, energy, economics, famine mitigation, disaster assistance, and gender considerations in

international agricultural development. Geographical emphasis will be in Eastern and Central Europe, the newly independent states of the former USSR, other emerging democracies, and the Andean nations.

New and special emphasis will be on:

- * Enhanced cultural and foreign language experiences and other relevant exchange and training opportunities to increase mutual understanding and long-term relationships through the technical assistance and training activities described above, involving a cross-section of USDA staff and other relevant parties;
- * Targeted incentives for staff and collaborators to improve their skills in languages, managing in culturally diverse situations, and in cross-cultural understanding;
- * Coordination, planning and sharing the use of resources of key players in international agricultural development, especially targeting those topical and technical areas above, and focusing on improved coordination within USDA and with specific others, including the Environmental Protection Agency, Department of Energy, Peace Corps, World Bank and the Food and Agriculture Organization;
- * Increased scientific and technical interaction with "less well-known" countries and players through reimbursable technical assistance and training activities;
- * Searching for new solutions, including new partnerships with the private sector here and abroad and with other groups as listed above; increased linkages between development activities and trade; and utilizing the expertise and practical experience in USDA combined with those of collaborators and beneficiaries abroad to respond to technical challenges and to rapid political and economic shifts as they relate to agriculture and natural resource interests;
- * Proactive examination of the potential for and types of services to be considered as exportable commodities;
- * Increased effort to involve American agriculturalists in international activities so that they may become more familiar and comfortable with international food and nutrition, agriculture and natural resource practices, systems, issues, and challenges;
- * Ongoing identification of unique and scarce resources--human, institutional, technical, and other resources--and the establishment of mechanisms and relationships which

allow access to those resources;

- * Exploration, especially with A.I.D. and the Food Industries Division, of options for development activities and targets (e.g. non-traditional commodities) which could serve to establish and/or support mutually beneficial small and start-up markets and preliminary trade relationships in situations where there is currently little or no market dialogue involving the United States.

INTERNATIONAL ORGANIZATION

During FY 1992, the International Organizations Division will pursue the following programmatic objectives:

- * Work more closely with the Department of State to improve United States relations with international organizations;
- * Expand collaboration with USDA technical agencies dealing with international organizations concerned with food and agriculture;
- * Strengthen policy input into the programs and projects of the multilateral development banks;
- * Assist, to the extent possible, the agencies with primary responsibility in the fourth replenishment negotiations of the International Fund for Agricultural Development (IFAD), and in preparations for the June 1992 United Nations Conference on Environment and Development (UNCED);
- * Work with the international organizations to expand the number of Americans in key positions. Increase the number of U.S. technical experts used as consultants in the field by international organizations.

ADMINISTRATION

Objectives in FY 1992 are a continuation of efforts in systems building, in establishing a common frame of reference for delivering services, and in providing management and program staff with open access to administrative systems and information begun three years ago. To do this, Administration seeks to:

- * Develop and implement new operating procedures and

systems;

- * Strengthen administrative management through information;
- * Expand training opportunities.

Key initiatives are to:

- * Develop a tracking systems for contract and personnel actions so that program staff may have timely and accurate information on the status of their orders;
- * Implement an advance-of-funds procedure to reduce paperwork for billing and collection and to improve on the timeliness of fund transfer between agencies;
- * Implement a third-party draft procedure to provide emergency cash service to foreign participants of OICD programs;
- * Establish telecommunication between OICD and other agencies using the local area network as the primary point for communication;
- * Develop directives on a number of administrative matters such as property management, overhead, ADP security, overseas personnel assignment and overseas travel/transportation, to build a common framework for partnership between administrative and program staff;
- * Initiate total quality management in Administration to enhance the quality of service delivery;
- * Conduct training in the use of the Central Accounting System for program staff so that they can monitor their accounts in a timely fashion.

EXTERNAL AFFAIRS

Key objectives of the External Affairs unit of the agency are to:

- * Develop and implement mechanisms to enhance information sharing about OICD programs with U.S. agricultural attaches, international organizations and the Congress;
- * Seek to expand knowledge within OICD of Hispanic universities as well as reach out to those institutions to help them know about OICD and ways they might participate in agency programs; continue and expand similar activities with the Historically Black Colleges and Universities;

- * Track developments in biodiversity and other highly technical agricultural areas to better serve international clients and respond to agency inquiries;
- * Increase liaison with other USDA agencies and appropriate universities and private sector organizations to strengthen FAO recruitment efforts and implementation of the Associate Professional Officers program with FAO and the International Fund for Agricultural Development.

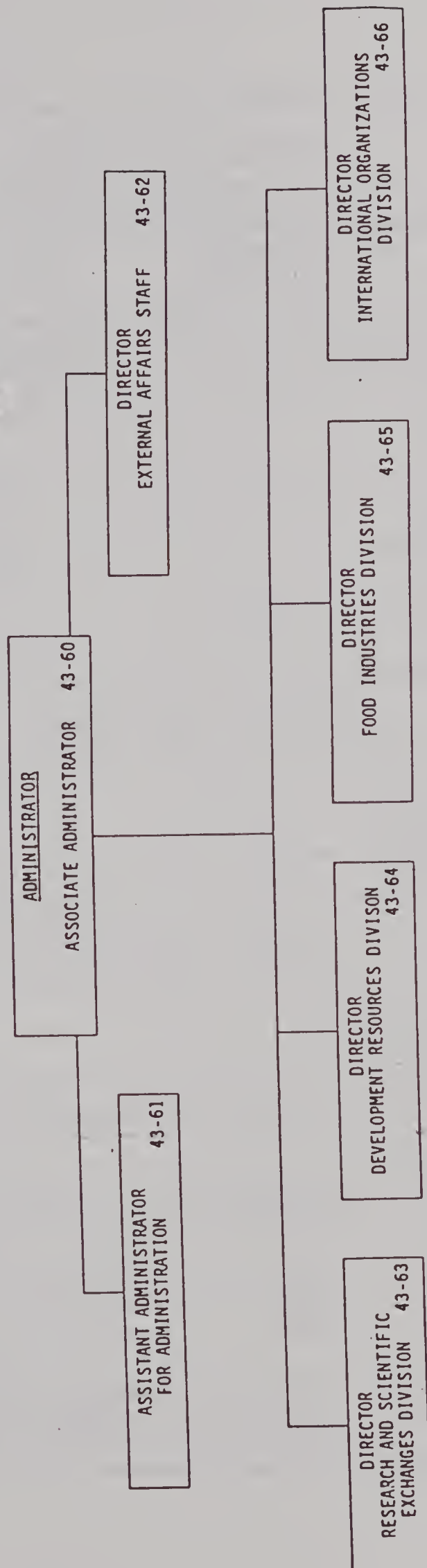
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF INTERNATIONAL COOPERATION
AND DEVELOPMENT

RECOMMENDED: *[Signature]*
ADMINISTRATOR, OICD

CONCURRED: *[Signature]*
UNDER SECRETARY FOR INTERNATIONAL
AFFAIRS AND COMMODITY PROGRAMS

APPROVED: *[Signature]*
ASSISTANT SECRETARY FOR ADMINISTRATION

DATE: 8-30-90



MISSION OF OICD

OICD's mission is to help the total U.S. Department of Agriculture, other Federal agencies, and associated institutions, industries, and organizations with global responsibilities serve worldwide human needs by strengthening food and agricultural systems in developing countries and, at the same time, strengthen U.S. Agriculture's international competitiveness and leadership through collaborative programs. Current programs include:

- Germ plasm and scientist exchanges
- Food industry, agribusiness, agriculture and natural resources development projects
- Collaborative research on mutual problems
- Fellowships and training for developing countries
- Linkages to international organizations

SUPERSEDES CHART DATED AUGUST 14, 1986

OFFICE OF INTERNATIONAL COOPERATION AND DEVELOPMENT

Available Funds and Staff-Years1991 Actual and Estimated, 1992 and 1993

	: 1991 : : Actual :	: 1992 : : Estimated :	: 1993 : : Estimated :	
	: Amount :	: Staff : : Years :	: Amount : : Staff : : Years :	: Amount : : Staff : : Years :
Salaries and Expenses.....	\$6,878,669	67	\$7,247,000	67
Scientific Activities				
Overseas (Foreign				
Currency Research).....	1,061,986	--	--	--
Obligations under other				
USDA appropriations:				
ERS, FSIS, for Liaison				
with International				
Organizations.....	125,000	--	--	--
SCS for Scientific &				
Technical Exchanges.....	55,170	--	60,000	--
ARS for Admin. of				
Internat'l Research.....	651,446	--	600,000	--
Total, Agriculture				
Appropriations.....	8,772,271	67	7,907,000	67
Other Federal Funds:				
Agency for International				
Development, for foreign				
nationals' training and				
development assistance...	26,084,110	113	29,040,000	113
USAF and State Dept. for				
Admin. of Int'l. Resrch..	312,120	--	300,000	--
Total, Other				
Federal Funds.....	26,396,230	113	29,340,000	113
Non-Federal Funds:				
Contributions for USDA				
development assistance,				
training, and research				
(Spain, Venezuela, Saudi				
Arabia, international				
organizations).....	2,599,589	--	3,500,000	--
Total, Office of				
International Cooperation:				
and Development.....	37,768,090	180	40,747,000	180

Full-Time Equivalent Staff-Years:	1991 Actual	1992 Estimated	1993 Estimated
Ceiling.....	180	180	180
Non-ceiling.....	5	5	5
Total.....	185	185	185

COCHRAN FELLOWSHIP PROGRAM
PARTICIPANT LEVEL
FY 1991

REGION/COUNTRY	NUMBER OF PARTICIPANTS
I. ASIA	115
Taiwan	15
Malaysia	15
Singapore	23
Hong Kong	6
China	29
Thailand	21
Korea	6
II. EUROPE	135
Yugoslavia	11
Poland	38
Hungary	25
Czechoslovakia	22
Bulgaria	19
Turkey	18
Malta	2
III. LATIN AMERICA & AFRICA	87
Mexico	45
Venezuela	18
Trinidad/Tobago	9
Barbados/W. Indies	2
Colombia	5
Algeria	5
Cote d'Ivoire	3
IV. TOTAL	337

Appendix D

PROFESSIONAL DEVELOPMENT PROGRAM
PARTICIPANT CASELOAD
FY 1991

SPONSORING ORGANIZATION	COUNTRY	ACADEMIC	NON-ACADEMIC
US/Saudi Arabian Joint Economic Commission	Saudi Arabia		7
Bangladesh Agr'l Research Council	Bangladesh	5	2
East Europe Training	Hungary		9
	Poland		14
PRODETEC	Venezuela	19	1
UN Development Program	Burma		3
	China		1
	Turkey		7
Food & Agricultural Organization (FAO)	Afghanistan		3
	Algeria	1	
	Argentina		2
	Bangladesh	3	
	Botswana	4	
	Brazil	2	
	Burma	5	3
	Chad		1
	China (PRC)		8
	Egypt		10
	Ethiopia	11	
	Gambia		1
	Ghana		6
	Guyana	4	2
	Haiti	1	

FAO (Continued)	India	34	
	Indonesia	1	
	Jordan	1	
	Kenya	7	
	Korea		2
	Lesotho		1
	Malawi	2	
	Malaysia		1
	Mauritania	1	1
	Morocco		4
	Mozambique	2	
	Nepal	3	
	Nicaragua	1	
	Oman	1	
	Pakistan	3	
	Philippines	3	3
	Poland		1
	Saudi Arabia	5	
	Senegal	2	
	Somalia	2	
	Sudan	5	
	Taiwan		2
	Tanzania	2	
	Thailand		1
	Trinidad	1	
	Turkey	11	26
	Uganda		2
	Yemen	5	
	Zambia	4	
TOTAL (All sponsors)		151	137

Appendix E

ONGOING COLLABORATIVE RESEARCH PROJECTS
BY COUNTRY AND RESEARCH AREA
FY 1991

COUNTRY	NUMBER OF PROJECTS
Antigua	2
Azores-Portugal	1
Brazil	17
China	5
Costa Rica	2
Egypt	10
Egypt/Israel/U.S.	1
Egypt/Israel	7
England	1
France	3
Guadeloupe	1
Hungary	6
India	138
Ireland	3
Italy	2
Japan	1
Mexico	2
Pakistan	36
Poland	28
Singapore	1
Spain	1
Taiwan	35
Thailand	1
Yugoslavia	58
Worldwide/Other	5
TOTAL (ALL COUNTRIES)	367

RESEARCH AREA	# OF PROJECTS
Pest/Disease Prevention and Control	118
Germplasm and Genetic Improvement	49
Soil and Water Resources	46
Forestry and Wood Products	20
Postharvest Technology and Utilization	35
New Crops and Animal Improvement	13
Dryland Agriculture	21
Aquaculture	13
Human Nutrition	5
Other Areas	47
TOTAL	367

Appendix F

U.S. SCIENTIFIC EXCHANGE TEAM VISITS

FY 1991

COUNTRY	NUMBER OF EXCHANGES	NUMBER OF PARTICIPANTS
Argentina	4	6
Australia	4	7
Brazil	1	1
Bulgaria	4	8
Chile	2	2
China	9	26
Commonwealth of Independent States	6	20
Finland	3	7
France	6	19
Germany	6	6
Hungary	4	4
Iceland	1	2
Ireland	25	33
Italy	6	9
Japan	5	6
Mexico	4	5
Mongolia	1	1
Netherlands	10	19
New Zealand	4	6
Sweden	2	4
Thailand	2	2
TOTAL	109	193

